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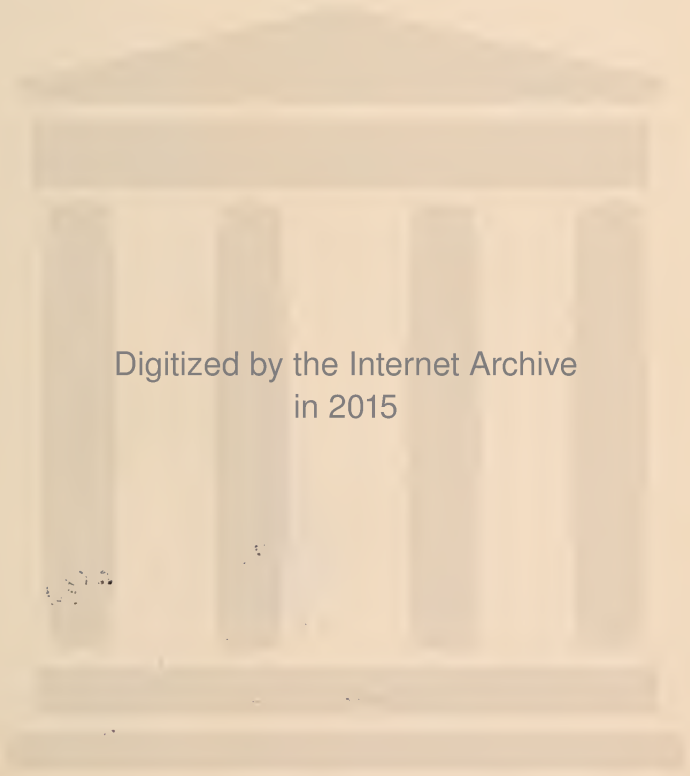
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EIGHTY-NINTH ANNUAL REPORT
OF THE
BOARD OF MANAGERS
OF THE
BELLEVUE and MILLS
SCHOOLS OF NURSING, Inc.

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EIGHTY-NINTH ANNUAL REPORT
OF THE
BOARD OF MANAGERS
OF THE
BELLEVUE and MILLS
SCHOOLS OF NURSING, Inc.

440 East 26th Street

New York 10, N. Y.

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STUDENT COUNCIL.....	MRS. JOHN L. LOEB
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MRS. HARRY FORSYTH

MRS. GEORGE S. FRANKLIN

MRS. G. BEEKMAN HOPPIN

MRS. L. RANDOLPH MASON

REPORT OF THE PRESIDENT

For the Fiscal Year July 1, 1961 to June 30, 1962

Difficult as our staffing problem continues to be, we are encouraged by the fact that more of the young graduates of our nursing schools are electing to start their professional careers at Bellevue. We feel that this happy circumstance is due in part to the supervised summer program so carefully planned and so well organized for senior student nurses; and also because of a substantial number of rooms provided by the city for graduate nurses in the main building. The Board is gratified by this innovation for it has long felt that suitable accommodations within or in the vicinity of the hospital complex would do away with the hazards that deterred so many from working in our hospital. This is just a beginning, but it is an encouraging step. The Board is anxious to maintain and, if possible, **augment its long-standing** program of graduate scholarships. We feel that these awards are a valuable incentive to the serious nurse.

Our Health Service continues its high-quality care of the student body and we are pleased to report a high standard of health and low incidence of serious problems.

The House Committee does not relax its vigilance in the care of the nurses residence, which is an asset to the schools.

The Budget Committee works closely with the city in support of much-needed positions. As the hospital services and the schools grow, staffing must keep pace with the increased demands. This year they have emphasized particularly the need for additional supervisory positions.

Our responsibility to visit the wards has been carried out this year with particular interest and vigor. It gives the Board the opportunity of following the clinical education of the student nurse and we are impressed by the quality of the instruction in spite of the inadequate number of instructors.

The Psychiatric Division is always of great concern, but here again we can report improvement. The census has been diminished with a resultant improvement in patient care.

We extend, in double measure, our thanks to Miss Ryan and her loyal staff for their patient, resourceful and constructive attitude which prevails even under difficult circumstances.

Respectfully submitted,

ELLEN McCLOY
President
Bellevue and Mills Schools
of Nursing, Inc.

REPORT OF THE SECRETARY

Between October 11, 1961 and May 23, 1962, the Board of Managers held fifteen meetings.

A very interesting tour of the hospital for members of the Board was arranged by Mrs. Kurzman and Miss Ryan and took place on Wednesday January 24 before the regular meeting.

At the February 14 meeting Mrs. French was granted a leave of absence.

At the February 28 meeting, the resignations of Mrs. Paine and Mrs. Medina were accepted with regret.

The annual meeting of the Society of the Bellevue and Mills Schools of Nursing and the annual meeting of the Board of Managers of the Bellevue and Mills Schools of Nursing were changed from the first Friday in April to the second Wednesday in April.

At the annual meeting of the Society, on April 11, 1962, the following Managers were elected to the Class of 1967:

Mrs. J. Howland Auchincloss	Mrs. Grayson M. P. Murphy, Jr.
Mrs. Archibald Douglas, Jr.	Mrs. Frederic R. Pratt
Mrs. Edward C. Lord, II.	Mrs. Samuel L. Rosenberry

At the annual meeting of the Board, on April 11, 1962, the following officers were elected to hold office for one year or until their successors are appointed:

Mrs. John J. McCloy	President
Mrs. Gardner D. Stout	First Vice-President
Mrs. Victor Borella	Second Vice-President
Mrs. Edward S. Rimer	Third Vice-President
Mrs. William H. Osborn	Treasurer
Mrs. Jose M. Ferrer, Jr.	Assistant Treasurer
Mrs. Albert Francke, Jr.	Secretary
Mrs. Archibald Douglas, Jr.	Assistant Secretary

At the regular meeting of the Board, on April 11, Mrs. John W. Tatem, Jr. and Mrs. Arthur O. Choate, Jr. were elected to the Class of 1964.

The Board gave a tea on May 16 in the residence for the students. It was most successfully managed by Mrs. Loeb.

Respectfully submitted,

ELEANOR F. FRANKE
Secretary
Bellevue and Mills Schools
of Nursing, Inc.

FACULTY

BELLEVUE AND MILLS SCHOOLS OF NURSING AND ADMINISTRATIVE AND SUPERVISORY STAFF BELLEVUE HOSPITAL CENTER NURSING SERVICE

July 1, 1961 to June 30, 1962

ADMINISTRATIVE OFFICERS OF FACULTY

THELMA J. RYAN, R.N., M.A., *Director*
 JOSEPHINE K. TETRICK, R.N., M.A., *Associate Director*
 HELEN CARMODY, R.N., M.S., *Assistant Director for Curriculum*
 EVA THOST, R.N., M.A., *Assistant Director for Clinical Instruction*
 PEARL PAPASIAN, R.N., M.A., *Assistant Director for Clinical Instruction*
 HELEN V. RYAN, R.N., M.A., *Assistant Director, Student Personnel & Guidance*
 RITA LACOUTURE, R.N., M.A., *Supervisor of Student Health*

FACULTY AND STAFF

ROBERT AKST, R.N., M.A., *Instructor of Medical-Surgical Nursing*
 DOROTHY BELL, R.N., *Instructor of Pediatric Nursing*
 GLORIA BRAXTON, R.N., M.A., *Instructor of Biological and Physical Sciences*
 DOROTHY BRENNAN, M.S., *Librarian*
 *GRAYCE BROGAN, R.N., M.A., *Coordinator for Adult Surgical Specialties*
 ELLEN BUCHMAIER, R.N., B.S., *Instructor of Nursing Foundations*
 ALICE BURKHARDT, B.A., M.A., *Recreational Counselor*
 MYRTLE BYRON, R.N., *Supervisor of Residence*
 JOHN CONWAY, B.A., *Recreational Counselor*
 LOUISE FAULKNER, R.N., B.A., *Instructor of Medical-Surgical Nursing*
 BEATRICE FINKELSTEIN, B.S., *Instructor of Nutrition*
 BELVA GARDINER, R.N., M.S., *Instructor of Biological and Physical Sciences*
 *RUTH GISHLER, R.N., M.A., *Instructor of Medical-Surgical Nursing*
 *JEANNE GRUSHINSKI, R.N., M.S., *Coordinator for Medical Nursing*
 LOUIS HALPRYN, R.N., M.S., *Instructor of Biological and Physical Sciences*
 ANNE HENNESSEY, R.N., B.S., *Instructor of Pediatric Nursing*
 ANITA JOHNSTON, R.N., B.S., *Instructor of Biological and Physical Sciences*
 *BETTY KAUFFMAN, R.N., M.A., *Instructor of Obstetric Nursing*
 MARY KEANE, R.N., *Instructor of Nursing Foundations*
 *DORIS KING, R.N., *Instructor of Medical-Surgical Nursing*
 HILDA KOLLARITSH, R.N., B.S., *Instructor of Medical-Surgical Nursing*
 RAYMOND KRUPA, R.N., B.S., *Student Personnel Assistant*
 ROSEMARY MCCULLY, R.N., B.S., *Instructor of Medical-Surgical Nursing*
 ADA McLAUGHLIN, R.N., M.A., *Instructor of Medical-Surgical Nursing*
 LOUISE MACCHIO, R.N., B.S., *Instructor of Nursing Foundations*
 TERESA MADONNA, R.N., M.A., *Instructor of Neuro-Psychiatric Nursing*
 *ALICE MORRISSEY, R.N., B.S., *Instructor of Rehabilitation Nursing*
 *AGNES MURRAY, R.N., M.A., *Coordinator for Pediatric Nursing*
 *WILLIAM PATTERSON, R.N., B.S., *Coordinator for Surgical Nursing*
 DOLORES PHILLIPS, R.N., M.A., *Instructor of Biological and Physical Sciences*
 ANNE RICHWALL, R.N., M.A., *Instructor of Medical-Surgical Nursing*
 WILLIE ROBERTSON, R.N., *Instructor of Nursing Foundations*

*Also responsible for supervision of service

ESTELLE SCHNEIDER, B.S., *Instructor of Physical Education*
 MARY TOMASELLI, R.N., *Instructor of Nursing Foundations*
 *LUDOVINA TORO, R.N., B.S., *Coordinator for Operating Room Nursing*
 JOLAN TOOTH, R.N., M.A., *Instructor of Psychiatric Nursing*
 MARION TUCKETT, M.S., *Instructor of Nutrition*
 KAY VETTER, R.N., M.A., *Instructor of Nursing Foundations*
 *HELEN WAGO, R.N., Ed.D., *Coordinator for Chest Nursing*
 DORIS WIESE, R.N., B.S., *Instructor of Medical-Surgical Nursing*

Assistant Clinical Instructors

In addition to the above listed faculty members, there were sixty eight assistant clinical instructors who were assigned to the various clinical areas in which students were having their clinical experience.

ADMINISTRATIVE OFFICERS OF NURSING SERVICE

THELMA J. RYAN, R.N., M.A., *Director*
 MADELEINE R. MURRAY, R.N., M.A., *Associate Director*
 CHARLES HERROY, R.N., M.A., *Assistant Director*
 ED WADE JERNIGAN, R.N., B.S., *Assistant Director*
 ANNETTA HOFFMANN, R.N., *Assistant Director for Psychiatric Service*
 ALICE KINCH, R.N., M.A., *Assistant Director for Staff Education*
 SARA EDWARDS, R.N., M.A., *Assistant Director—Evening*
 HELENA O. SIRD, R.N., B.S., *Assistant Director—Night*
 MARIE SANDISH LAMBERTON, R.N., B.S., *Assistant to Director*

SUPERVISORS AND STAFF

JANE R. AJELLO, R.N., *Admitting and Emergency Service*
 MARGARET BALLANTINE, R.N., *Psychiatric Service—Evening*
 MINNIE F. BIFFER, R.N., *Surgical Supplies and Equipment*
 MARION BLOOD, R.N., *Relief—Evening*
 BEULAH BROOKS, R.N., *Chest Service—Evening*
 GILBERT BROOKS, R.N., B.S., *Adult Surgical Specialties*
 ELLEN B. BROWN, R.N., M.A., *Psychiatric Service—Evening*
 MARION B. BROWN, R.N., B.S., *Instructor for Auxiliary Personnel—Psychiatry*
 HAROLD CLARK, R.N., *Psychiatric Service*
 EDNA COLEMAN, R.N., B.S., *Medical Service*
 MAE BATES COLLEY, R.N., M.A., *Instructor for Auxiliary Personnel*
 CLYDE CUNNINGHAM, R.N., *Relief—Evening*
 ALBERTA ELLIS, R.N., *R & S Pavilion*
 HELEN EVANS, R.N., B.S., *Pediatric Service—Night*
 DAVE FEINBERG, R.N., B.S., *Instructor for Auxiliary Personnel*
 RUTH FINK, R.N., *Relief—Night*
 SYLVIA FOX, R.N., *Pediatric Service*
 HERBERT FRANKLIN, R.N., *Psychiatric Service—Night*
 HERMINA FROMM, R.N., *F & G Pavilion*
 HELEN GERMAN, R.N., B.S., *Psychiatric Service*
 EUTHEMIA GIANUKAKIS, R.N., *Surgical Service*
 MIRIAM GONZALES, R.N., *Conference Nurse for Obstetrics*
 ESMERALDA GRANT, R.N., *Instructor for Auxiliary Personnel*
 MYRA GREENIDGE, R.N., *Psychiatric Service—Night*
 FREDERICK HAMLIN, R.N., *Admitting and Emergency Service—Night*
 WARREN B. HATCHER, R.N., B.S., *Psychiatric Service*
 IRENE HIGGINS, R.N., *A & B Pavilion*
 DORIS HOEY, R.N., *Medical Service—Evening*
 JULIUS HORTON, R.N., B.A., *Surgical Service—Night*
 ROSE V. HORVATH, R.N., B.S., *Pediatric Service*

*Also responsible for supervision of service

PATRICIA IRWIN, R.N., *Adult Special Services*
 BLANCHE JACKOWSKI, R.N., *Psychiatric Service*
 MARY I. KNAPP, R.N., M.A., *Psychiatric Service*
 FRANCES LARKIN, R.N., B.S., *Psychiatric Service—Evening*
 ARLINE LAUFFENBERGER, R.N., *Psychiatric Pavilion*
 HATTIE LEWIS, R.N., *Adult Special Services—Night*
 JULIETTE LEWIS, R.N., *Psychiatric Service—Mental Hygiene Clinic*
 MARILYN LINK, R.N., M.A., *Surgical Service*
 ANNE McDONALD, R.N., B.S., *Obstetric Service*
 GERTRUDE McLAUGHLIN, R.N., *Relief—Night*
 BARBARA MANZO, R.N., *Adult Surgical Specialties—Evening*
 RUTH MINGUS, R.N., *I & K Pavilion*
 JEAN MONAHAN, R.N., B.S., *Relief—Night*
 JESSIE MON GOY, R.N., *Instructor for Auxiliary Personnel*
 JULIA MURRAY, R.N., B.S., *Relief—Night*
 JAMES NEHRING, R.N., *Relief—Evening*
 KATHERINE OWEN, R.N., *Relief—Evening*
 CHRISTINE PARSEKIAN, R.N., *Admitting and Emergency Service—Evening*
 BLANCHE PECKHAM, R.N., *C & D Pavilion*
 GERALD PETERSON, R.N., B.S., *Admitting Service—Psychiatry*
 AFTEN PHILLIPS, R.N., *Surgical Service—Evening*
 EUGENIA PLASS, R.N., *Medical Service—Night*
 EVA QUESTELL, R.N., B.A., *Adult Surgical Specialties—Night*
 FRANK QUICK, R.N., *Adult Special Services*
 ALICE QUINN, R.N., B.S., *Pediatric Service—Evening*
 ROBERT RAINER, R.N., *Psychiatric Service*
 JOHN H. REID, R.N., *Psychiatric Service—Evening*
 DOROTHY ROSS, R.N., B.S., *Neurology and Gynecology Services*
 SYLVIA SADKIN, R.N., M.A., *Psychiatric Service*
 NADINE SHERMAN, R.N., *Instructor for Auxiliary Personnel*
 LEONA SINGER, R.N., *Out Patient Service*
 PAULINE SJOGREN, R.N., *Chest Service—Night*
 ARTHUR SULLIVAN, R.N., B.S., *Relief—Evening*
 CRESCENTIA TROY, R.N., B.S., *Home Care Service*
 GLORIA WEBB, R.N., *Psychiatric Service—Night*
 DANA YOUNG, R.N., B.S., *Psychiatric Service—Night*
 ALEXANDER YOWICK, R.N., B.S., *Adult Special Services—Evening*

SECRETARIES

BELLE GROSSMAN REIBEL, *Schools of Nursing*
 RENATA BRIGANTI, *Nursing Service*

REPORT OF THE BELLEVUE AND MILLS SCHOOLS OF NURSING

To the Board of Managers:

This year has brought many new problems but it has been a very productive one also.

The implementation of the reorganized curriculum has been completed. There have been frequent evaluations by faculty and students and the final evaluation of the six month Advanced Nursing period will be made at the time the class of 1962 completes the program in September. There have been some changes throughout the three years as a result of the constant study and recommendations made and these have become effective with successive classes.

The National League for Nursing Accreditation Service officially notified us on July 14, 1961 that the basic nursing program continued to be accredited. A revisit will be made in 1967. There were a few recommendations made for the further improvement of the program but, in general, the report was a very satisfactory one. The faculty is to be commended for the display of interest, diligence and accomplishment.

The New York State Department of Education registered the basic nursing program, effective July 9, 1961, for a period of five years. Their visit was made in June 1961. Again the faculty was credited with a very fine piece of work.

The few recommendations made by the national and state agencies were acted upon immediately by the faculty.

The State Board of Nursing examination results have been carefully followed by the faculty for some years. We have been fairly satisfied with the reports of our Schools but there is room for improvement in some areas at times. The five major areas examined are medical, surgical, obstetric, pediatric and psychiatric nursing which include all related subject material. We shall note with keen interest the results of examinations this fall which will be taken by the Class of 1962.

The Committee on Admissions has had another very active year. There were 5,740 requests for information about the program offered; 1,402 made formal application and in March 1962 the class for September was closed with 254 students accepted and an alternate list to fill places which might be vacated. This represents a colossal amount of work. The untiring efforts and attention to detail of this committee are outstanding.

Since the Executive Committee authorized the continued increased enrollment in the Schools it was necessary to find housing for graduate nurses who would have been accommodated in the residence and the allotted rooms for graduates was decreased from 200 to 138. The seventh floor of the Administration Building of the hospital was designated and plans for plastering, painting and some renovating to provide a lounge, kitchenette, laundry and 50 rooms for graduates was approved. These rooms are to be available in September.

The housekeeping department, in the residence and in the hospital, has worked with us to make these changes effective with the least amount of inconvenience to the individuals involved. Without their cooperation this would have been an impossible situation. We are pleased to note that Mrs. Naomi Bullard has been appointed Senior Housekeeper in the residence and we anticipate our excellent relationships to continue.

A school for nurse anesthetists was organized in Bellevue Hospital Center in 1961 by the Department of Anesthesiology. This department is wholly responsible for these students. The students will occupy rooms and share facilities on the seventh floor of the Administration Building. Responsibility for assignment and care of these rooms rests with the housekeeping department of the hospital.

The last degree student was graduated in June and will complete the clinical practice in the early fall. This terminates the Bachelor of Science degree program in connection with New York University, Washington Square College of Arts and Sciences which has been in effect since 1942. The University administration is studying the possible future development of a collegiate basic course in nursing.

Plans have been made to assign scholarship aid to second and third year students from the Vivian B. Allen Scholarship Fund which is vested in the New York University Medical School for assistance to student nurses. The accumulated interest will be available to us each year for assignment.

The various school and service committees have had an extremely busy and successful year.

The In-Service Education Committee has had added to its program the teaching and supervision of registered professional nurses in intravenous therapy technique. Since the Attorney General of New York State has declared it legal practice for registered professional nurses to engage in intravenous therapy for patients a full scale program has been developed and implemented. This has been a tremendous undertaking but has proceeded without incident. The senior students were included in the program and in the future, students will be taught by the nursing instructors in Foundations of Nursing.

The in-service education classroom was moved from the old Quonset huts to the ninth floor of the Administration Building when the architects moved to their quarters uptown. We were delighted to be given consideration for this space since the Quonset huts were most unsatisfactory. The program is such an extensive one involving all categories of nursing personnel that Room 300 in the Administration Building is also designated for their classes. The movie and slide projector and the tape recorder are readily available for use in this classroom.

The Administration Manual Committee completed its herculean task of compiling, editing, collating and distributing the manual to all wards and administrative offices.

The Nursing Practice Committee has been designated as a nursing service committee rather than a school committee. Much effort has been expended in gathering scientific materials and setting sights for review and revision of all standard nursing procedures.

The Bulletin and Brochure Committee has produced a very attractive brochure for Bellevue and Mills Schools of Nursing. We distribute approximately 5,600 per year. The 1963-1965 school bulletin has been revised and will be delivered momentarily. The bulletin is sent to candidates for the schools of nursing.

Nursing supervisors and administrators have spent considerable time planning with and reviewing the plans drawn by the architects for the "new" Bellevue. We hope many of our suggestions will be incorporated so that the nursing care of patients and the teaching of student nurses can be improved.

STUDENT ENROLLMENT

	Degree		Diploma		Total		
	Bellevue	Mills	Bellevue	Mills	Bellevue	Mills	
first year students	0	0	203	18	203	18	221
second year students	0	0	197	17	197	17	214
third year students	1	0	169	5	170	5	175

610

GRADUATE NURSE STUDENTS

One student from New York University satisfied a field work experience in Parent and Child Health Nursing by developing a special schedule with the clinical supervisors on pediatrics and obstetrics due to a demanding employment situation.

The instructors in rehabilitation and home care have provided extensive orientation classes and observation periods for graduate nurses from foreign countries.

RESEARCH STUDIES

The Schools participated in a one year study conducted by Public Research, Inc. of Stamford, Connecticut, under a grant from the United

States Public Health Service on the causes of drop-outs from basic programs of professional nursing education. A ten per cent sample of nursing schools in the United States and Canada were selected for the project. The study was completed on June 30, 1962, and a final report summarizing the findings will be published in the near future.

The Schools also participated in a validity test sponsored by the Psychological Corporation of New York, New York. The project undertaken was the standardization of a new entrance examination to professional schools of nursing. A second phase to be completed will be to correlate these tests with student grade averages.

EDUCATIONAL PROGRAM

CURRICULUM

Members of the Administration Council and the Steering Committee for Curriculum devoted their efforts, this past school year, to a total review of each course in the program. Hours of instruction were reduced where it was determined that unnecessary repetition of content existed or where the ratio between hours of theory and clinical practice did not provide a realistic means of achieving stated objectives. The total hours of instruction were reduced from 1833 to 1505. This achievement was in accord with the recommendations and suggestions made by visitors from the National League for Nursing and the State Education Department during their accreditation surveys completed in February and June of 1961.

Following the completion by two classes of the Medical-Surgical Nursing I course, it became obvious that the essential content of Pharmacology was too submerged in the overall content for students to recognize its importance. The follow-up of students' application of Pharmacologic knowledge in clinical practice also indicated a need for greater stress. Therefore, the decision to teach Pharmacology as a separate subject concurrent with Medical-Surgical Nursing I was made effective for the class of 1964 which entered the school in September 1961.

A new format for course outlines was developed and all outlines were revised accordingly. Methods of determining unit and final grades were reviewed. A consistent pattern for weighting examinations and projects was also established.

A pilot study was initiated, planned and evaluated by several assistant clinical instructors in medical and surgical nursing which demonstrated the ability of junior students to identify the nursing problems of patients and to be able to prepare and execute a nursing care plan. Daily evaluation conferences enabled the instructors and students to ascertain the effectiveness of the nursing care given, the ability of the student to apply theoretical concepts and the degree of

competence and skill in total nursing care that was progressively developed by the student. As a result of this study, plans have been made to provide similar experience for the freshman students.

The senior students, class of 1962, began their advanced nursing program in March 1962. Many favorable comments and expressions from students and faculty concerning the effectiveness of this program have been noted. A detailed plan has been developed for evaluating the entire advanced nursing program upon its completion in September. A follow-up study of graduate performance in light of the overall objective of the advanced nursing experience is also planned. It is anticipated that several adjustments may be made in this area of the program, as was true following the implementation of other areas of the reorganized curriculum.

The class of 1962 will be the first class to complete the reorganized curriculum. The results of the National League for Nursing achievement examinations administered to all students in the class at the beginning of the advanced nursing program were encouraging as to the effectiveness of the program.

One of the many goals of the program is to assist the students in developing an awareness of the health needs of patients and communities and their responsibilities as teachers of health in meeting these needs. We point with pride to the interest and skill of the students in performing this nursing practice. Students have successfully planned, carried out and evaluated individual and group teaching programs.

Promotion and guidance meetings are held regularly throughout the year. It has been customary for members of the Administrative Council to interview those students requiring personal, scholastic or clinical counseling. The council determined that it would be advisable to interview all students, at stated intervals, regardless of their progress. It was therefore decided that each student would have an opportunity to review his total record with an administrative officer at the end of one and one half years and again at the final or exit interview. In spite of the large number of students to be interviewed, we feel that this proposal has been helpful not only for the students but for the officers as well.

An experimental eight-session program in Legal Aspects of Nursing was televised for students enrolled in Schools of Nursing in the Department of Hospitals. We were honored to have Mr. Louis Halpryn, a member of our faculty, selected as the instructor. The program was well received by faculty as well as students. All students viewing the program participated in an evaluation of educational television and it is interesting to observe that approximately 60% of the students advocate a greater use of this medium.

Women students enrolled in the degree program have had an eight week experience in public health nursing with the Visiting Nurse Service of New York. Since the last degree student was graduated this year the contact was terminated in July 1962.

LIBRARY

Miss Dorothy Brennan replaced Mr. Paul Amos as librarian in March 1962. In the interval when there was no librarian in charge, the functions of the library were carried on by the library staff members with a praiseworthy sense of responsibility. Upon the recommendations of the faculty and the librarian the latest editions of standard reference works were ordered. In addition, textbooks and supplementary readings in the fields of public health, pediatrics, pharmacology, psychology and surgery were acquired.

The Student Library Committee chose thirty three fictional titles and two periodicals for the recreational collection. They suggested that in the future good American poetry be emphasized and that there be some rearrangement of this collection.

Friends of the library have made contributions of books which enrich the spirit and broaden the understanding. Among the donors are Mrs. J. Howland Auchincloss who thoughtfully notified the librarian of books which were being discarded by the New York Society Library. Miss Ada Coe gave a valuable collection including literary highlights and textbooks. Mrs. J. Virginia Cody presented the "Great Books of the Western World" and the "Britannica World Language Dictionary", which are handsomely bound volumes and which are invaluable assets in stimulating ideas. Mrs. E. Burden Maynard provided several recreational titles.

The library maintains an historical collection of over a thousand volumes with the emphasis on Bellevue history. To date, the new librarian has not had an opportunity to investigate this part of our holdings. It is our hope that a more detailed account of the historical section will be reported in the near future.

Statistics:

New Books	
Reference including bound periodicals	197
Titles	158
Duplicates	39
Recreational (fiction and non-fiction)	66
Books Discarded	
Reference	20
Recreational	1
Totals	
Reference including bound periodicals	9,025

Recreational	1,960
Circulation	
General Books	9,462
Periodicals	4,979
Pamphlets	393
Total general circulation	14,834
Number of readers	15,936
Number of reserves	4,608
Orientation to the Library	
Students	242
Others	2
Educational films rented or borrowed	130
Visitors	273

The City of New York approved a \$214.45 budget for periodicals and \$42.75 for binding volumes.

STUDENT PERSONNEL PROGRAM

COUNSELING AND GUIDANCE

Emphasis has been focused on group counseling during the past year and staff members have concentrated on coordination of the many facets of the program. Each member of the staff assumed responsibility for guiding and assisting specific student groups for the entire school year. Working closely with the same group of students over an extended period proved advantageous in many respects. However, problems were encountered due, chiefly, to the wide range of interest and the multiplicity of scheduled activities. Frequent evaluation of this method of procedure, by students and staff, has resulted in several proposals and suggestions which will be incorporated in the plans for the coming year.

The orientation program for the freshman class was most successful and the Student Orientation Committee made an excellent contribution in assisting the younger group in their initial adjustments. Interviews were held with individual members of the freshman class during November and December 1961. In this way, the counselors became better acquainted with the group and were able to evaluate their adjustment to the school situation.

A great deal of time has been devoted to assisting individual students. Problems have ranged from those of a complex nature requiring extensive counseling to temporary difficulties of short duration.

STUDENT ACTIVITIES

The student organizations were exceptionally active during the past year and the executive committees of the student associations and

the members of standing committees had many opportunities for participation in group work.

The House Committee, under the chairmanship of the Second Vice-President of the Bellevue Student Association, worked closely with the Supervisor of the Residence. A very fine relationship was established with the Housekeeping and Dietary Departments through frequent meetings to discuss mutual problems. As a result, better cooperation and understanding exist between the student group and the personnel of these two departments. In conjunction with the Personnel Committee, the House Committee also carried out an intensive campaign, at frequent intervals, to bring to the attention of students the importance of proper professional appearance and conduct.

The Service Committee, in addition to the many courtesies extended to faculty and students, conducted two clothing drives for the benefit of the Social Service Department in the Hospital Center and a toy drive for the children on the pediatric wards.

The Social Committee arranged a monthly calendar of interesting and varied events. Programs presented in the Fine Arts Series included the "Immortal Piano" with Jacob Maxim performing, the Don Pasquale Operetta Group, the June Lewis Dance Group and Serrafyn, the Wandering Minstrel. Other events included the junior and senior proms, dances, beach trips, movies and informal social gatherings. The Weekend Fun Group sponsored numerous activities, including trips to points of interest in the city. One of the main social events of the year was the Get-Together party at which the entire student body was entertained in the Wedgewood Room of the Residence by the Board of Managers.

The Athletic Committee sponsored a full program including bowling leagues, volley ball and tennis tournaments, aqua shows and basketball games.

The School Chorus, under the direction of Mr. David Stephenson, and the Modern Dance Group, instructed by Miss June Lewis, were called upon to perform on several occasions, including the Bellevue Alumnae Day program. The Theatre Guild's production, "The Man Who Came to Dinner", presented in the spring, was very well received.

The Student Associations were represented by six delegates at the convention of the Student Nurses Association of New York State in Buffalo in the fall. Two Bellevue students were elected to the Board of Directors of the state association, one as First Vice-President and one as Chairman of Public Relations. One of the highlights of the convention was the presentation of a certificate of merit to the Bellevue and Mills Student Associations for their cooperation and outstanding contributions to the state organization. Eight delegates attended the convention of the National Student Nurses Association in Detroit

in May. A Bellevue student was appointed to the student editorial board of "Tomorrow's Nurse", a journal for student nurses.

Under the auspices of the Student Association, the Chase Awards Night was established this year as an annual event. Thirty students, selected by the student group, were honored at a special program in the auditorium for their outstanding contributions to school activities.

HEALTH

The incidence of severe illnesses this past year was low. The most serious illness being a skull fracture with neurological symptoms which occurred while the student was ice skating.

The only major surgery was a wedge resection of both ovaries for treatment of the Stein Leventhal syndrome. Other significant surgical problems resulted from accidents which occurred while students were away from the school. These included brain concussion, fracture of the nose, fractured teeth and orthopedic problems such as torn menisci and cartilage of the knee. Three students with such injuries required corrective surgery and were admitted to the hospital for this purpose.

One student was admitted to the psychiatric division and was advised to withdraw from the school upon discharge. Another student who had been on a leave for psychiatric therapy was re-admitted to the school.

The tuberculin testing program is the main activity in tuberculosis control. The majority of students are non-reactors to tuberculin. Five students who have become reactors are currently on prophylactic Isoniazid therapy and no difficulty has been encountered. One student who had been infected prior to admission, as evidenced by tuberculin reaction, is being treated for active disease on an ambulatory basis.

Statistical Data:

Admissions to the Infirmary	746
Admissions to the Hospital	9
Morning clinical sessions	1,544
Consultant visits	536
Specialty clinics	617

RESIDENCE

The housekeeping division has made an earnest effort to maintain the Residence facilities in good condition. Eight sofas have been re-upholstered, the student wardrobe doors have been partially repaired, very pretty draperies have been hung in the reception rooms and the windows in the entire Residence were washed by outside contractors this past year.

RECRUITMENT

The Recruitment Committee, which is composed of five faculty members and twenty nine students, was most successful in carrying out the activities of the year.

The committee is actively engaged in four aspects of recruitment:

Open House Programs, which attracted 938 students for eight sessions.

Recruitment trips, where a total of 1,945 students assembled at thirteen different gatherings of young women and men. Two of the trips were planned especially for young men interested in nursing.

Touring prospective applicants through the Residence and selected areas in the Hospital has been most gratifying for the student members of the committee as well as the applicants.

"Starch and Stripes", the school newspaper, which is distributed to forty six high schools after each publication.

The total number of 2,883 students, who were given information about nursing, is slightly lower than the figure indicated in the report for 1960-61. This, however, has no bearing on the number of applications received for admission to the Schools of Nursing. It should be noted that completed applications for the quota set for the September Class were received and the class closed in March of this year.

SCHOLARSHIPS

For many years the State of New York has awarded scholarships for post high school study to outstanding boys and girls graduating from high school. On the local level, civic, professional and veteran organizations have also provided scholarships for nursing students.

At the present time there are 88 students holding New York State Scholarships and 12 students who have received some financial assistance from local organizations.

ARMY STUDENT NURSE PROGRAM

One student, Miss Barbara Blanning, was accepted in the Women's Army Corps, United States Army Reserve, for the Army Student Nurse Program. Miss Blanning will complete the senior year and then join the Army Nurse Corps after she obtains the license to practice professional nursing.

CAPPING, PINNING AND AWARDS EXERCISES

The graduation eve program was held in the School Auditorium on June 5, 1962. In addition to the presentation of awards, the Bellevue cap and school pins were conferred at this time. The class of 1962 is the first class to receive caps and pins at graduation.

The Director of Nursing, in consultation with members of the Board of Managers, determined that the graduation awards be made more substantial this year. It was decided, therefore, that awards of \$50.00 each would be presented to the two students with the highest and second highest average in scholastic achievement and clinical practice.

Griffin-Dock Award This prize of \$50.00 (named for Mrs. William Preston Griffin, one of the founders of the Bellevue School and Lavinia Dock, a distinguished Bellevue graduate) was awarded to the student who displayed outstanding scholastic achievement and clinical practice and was the possessor of excellent personal qualities. The recipient — * JOANNE MESZAROS.

Mills-Reid Award This prize of \$50.00 (named for D. Ogden Mills, the founder of the Mills School and his daughter, Mrs. Whitelaw Reid, a former member of the Board of Managers) was awarded to the second student who displayed outstanding scholastic achievement and clinical practice and was the possessor of excellent personal qualities. The recipient — * CAROL NOLAN PANLILIO.

Honorable Mention Louise Arce, Patricia Long Burns, * Ann Carroll, Beatrice Cavanagh, * Sylvia Coons, Sheila Phillips Englehardt, Ann Gindlesperger, Theresa Maikish, * Joan Martin, * Susan Martin, * Vita Negri, * Leslie Pailes, John Phillips, Marleigh Raynor, Carolyn Schramm, Imanell Smith, * Margaret Tanski, Janice Waterman.

Bellevue Alumnae Association Award This prize of \$25.00 was given to the Bellevue student whose personal and professional qualities indicate real potential as a nurse practitioner.

The recipient — *VITA NEGRI.

Mills Alumni Association Award This prize of \$25.00 was given to the Mills student whose personal and professional qualities indicate real potential as a nurse practitioner. The recipient — JOHN PHILLIPS.

* On Honor Roll for three years

Jane A. Delano,
Post #344,
American Legion
Award

This medal is given in honor of Jane A. Delano, a most distinguished Bellevue graduate, for General Excellence in Nursing. This is the fifth year of the award and we are proud that Bellevue has again been selected for this honor. The recipients — ANN CARROLL and SYLVIA COONS.

GRADUATION

On Wednesday, June 6, 1962, at the One Hundred and Thirtieth Commencement Exercises of New York University, there were 166 women and 5 men candidates for the diploma in nursing and 1 woman candidate for the Bachelor of Science degree making a total of 172 students.

Sheila Phillips Englehardt is the last student enrolled in the degree program and it is expected that she will complete the program in October 1962.

BELLEVUE SCHOOL OF NURSING

Hattie M. Williams Agard
Louise Emily Arce
Bernadine Mary Aruscavage
Juliann Bahniuk
Marianne Bahnsen
Micaela Ann Baird
Patricia Joan Barbara
Kathleen Bartlett
Georgia Ann Becker
Barbara Elaine Betts
Barbara Ellen Blanning
Margaret Helen Born
Veronica Louise Bostic
Barbara Eleanor Braxton
Marianne Theresa Brennan
Patsy Diana Brouse
Margaret Theresa Brown
Barbara Ann Brunner
Patricia Long Burns
Susan Ada Bushing
Elizabeth Ann Calderon
Barbara Diane Calland
Anne Sae Carroll
Beatrice June Cavanagh
Cynthia Joyce Chambers
Diana Cola
Ilva Colon
Claire Anne Cookson
Sylvia Frances Coons
Florita Daniels
Marion Patricia Davis

Dorothy Adele Seppa Dierolf
Olive Emelia DiTeresa
Ellen Barbara Donohue
Frances Carol Donovan
Bernadette Marie Dowling
Marjorie Fermina Edghill
Joan Ann Egan
Sherry Edythe Egan
*Sheila Phillips Englehardt
Margaret Elaine Errico
Patricia Ann Farrell
Carolyn Rose Ferrari
Mercedes Mirrlees Fieulleateau
Ellen Lynn Fitzgibbon
Linda Ann Frank
Margaret Ann Friend
Elizabeth Ann Fritz
Elsie Marie Fuchs
Irene Frances Fucini
Anne Elizabeth Gindlesperger
Ann Therese Good
Ann Gray
Lucille Merle Greene
Maureen McGroder Guckert
Abby Gucovsky
Marion Frances Hackett
Jayne C. Hanaway
Madeline C. Hanrahan
Sheila Delphine Harris
Alzabeth Hollick
Eleanor Howley

*Receiving the Bachelor of Science Degree from New York University upon completion of the course in nursing.

Maureen Theresa Hughes
 Patricia Jean Hurley
 Rosemarie Josephine Icke
 Lynn Freitag Jordan
 Peggiann Karpf
 Kathleen Joseph Keany
 Joan Katherine Kehoe
 Kathleen Ann Kelleher
 Mary Theresa Kelly
 Elizabeth Ann King
 Helen Elizabeth King
 Ellinor Erna Klose
 Kathleen Rose Mary Koenig
 Susan Lee Kogan
 Eleanor Mary Koneman
 Christy Alice Kopp
 Jeanne Cecelia Lakin
 Margaret Joan Lapossv
 Mary Ann Laukaitis
 Anne Frances Lawless
 Joan Ann Leonardo
 Agnes Irene Lewis
 Lesley Ruth Lockwood
 Grace Maria McBean
 Barbara Leslie McCollum
 Diane Alyce McCormick
 Margaret Mary McEnroe
 Patricia Ellen McGowan
 Marie Catherine McGuinness
 Eileen Katherine McIntosh
 Frances Ann Maher
 Theresa Maikish
 Catherine Margo Marinaro
 Agnes Kathleen Marley
 Joan Catherine Martin
 Susan Marie Martin
 Eleanor H. Mason
 Joanne Meszaros
 Judith Marie Meyer
 Diana Mock
 Barbara Helene Moskowitz
 Luise H. Mueller
 Carolyn Frances Murray
 Vita Josephine Negri
 Geraldine Ann Nestor
 Patricia O'Brien
 Christine Joan Oalz
 Ellen Catherine O'Hara
 Maydene Ellen O'Keefe
 Paula Veronica Oliver
 Lesley Ann Pailles
 Diana Emily Palai
 Carol Lynne Nolan Panlilio
 Violetta Pasternak

Joanne R. Pastore
 Elaine Hamilton Peters
 Joan Hilda Peterson
 Maggie M. Phoenix
 Sharon Kate Pinkham
 Eileen Marie Quinn
 Pamela Joanne Quirk
 Betty Jean Raiford
 Marleigh Anne Raynor
 Rosemary Rita Reiher
 Josephine Phyllis Renda
 Judith Anne Robins
 Iris Belia Rosario
 Judith Alice Rowlan
 Edith Rubyor
 Kathleen Ruf
 Concetta Marrie Russo
 Maureen Anne Ryan
 Virginia Lee Saalfrank
 Phyllis Mary Sanchirico
 Barbara Ann Schaefer
 Ellen Schoenfield
 Caroline Marie Schramm
 Janet Josephine Sciacchetano
 Carol Catherine Serini
 Jocelyn Sirkman
 Imanell Smith
 Florence Katherine Solomon
 Joan Susan Solosko
 Nancy Grace Sprenger
 Anne Weissman Starr
 Inge Steinert
 Lori E. Stevens
 Diane Antoinette Stewart
 Barbara Ann Stoner
 Mary Jean Sullivan
 Margaret Jessica Tanski
 Eileen Marie Teschlog
 Anita Thomas
 Nancy Roberta Thompson
 Geraldine Anne Tippner
 Catherine Joan Tkac
 Sandra Lee Trimble
 Nancy Martha van der Raay
 Janice Waterman
 Jean Watson
 Suellvn Adri Westerbaan
 Carolyn Elsie Westerberg
 Susan Nan Wallace Whiteman
 Dorothy Diane Williams
 Violet Patricia Willis
 Lynne Elaine Wilowski
 Ossie Lee Wimbush

MILLS SCHOOL OF NURSING

John Robert Phillips
 Walter Graham Smith

William Joseph Young

Stuart Gordon Thompson
 Walter Russell Weeman, Jr.

FACULTY AND STAFF

FACULTY MEETINGS

Inasmuch as the major portion of the program was reorganized, it was the consensus of the Administrative Council to propose to the faculty that the number of meetings per year be reduced from eight to four. The faculty voted approval and the Constitution and By-Laws were properly amended. In reducing the number of meetings per year it will provide the faculty members with more time to develop the details of their respective areas and for more supervision of assistant clinical instructors and students.

The in-service education program appeared to be quite successful this year. Mrs. Ruth Kelly, a member of the Teachers College, Columbia University Faculty, was an outstanding speaker and her topic was "In-Service Education for Faculty".

In keeping with the recommendations of the National League for Nursing accreditation report which was received in July 1961, the Committee on Nursing Practice was deleted from the list of standing committees of the faculty organization, and transferred to the nursing service organization.

The annual meeting of the Council of Member Agencies of the National League for Nursing was held in Chicago, Illinois on May 11-12, 1962. The Schools did not send representatives to this meeting because it was felt that the topic, "Report on the National League for Nursing Study on Cost of Nursing Education" had been presented at the New York State Nurses Association Convention in Buffalo in 1961 where we had faculty representation.

The Associate Director of the Schools, the Supervisor of Student Health and an Assistant Director for Nursing Service attended the American Nurses Association's forty third convention in Detroit, Michigan from May 14-18, 1962. The program was exceptionally well planned and many excellent papers were presented at the "21 Clinical Sessions".

Opportunities to attend professional meetings were many. The following meetings were attended by the Director of Nursing or other members of the Administrative Council:

- National League for Nursing Regional Conference
- Annual Meeting of Directors and Faculty of New York State
- New York State Nurses Association Convention
- New York State Education Department Guide for Schools of Nursing
- Hospital Association of New York State
- National League for Nursing Committee on Methods of Improving the Teaching of Nutrition

The members of the Administrative Council and the faculty recognize the need for faculty and associate faculty members to attend professional meetings in order to improve their approach to the nursing program. We are happy to report that many faculty members attended scheduled meetings that ranged from one-day sessions to two weeks. The topics were rather varied and included many phases of clinical worth.

A total of thirty assistant clinical instructors attended universities on a part-time basis, earning credits towards a baccalaureate degree. Two assistants attended college on a full-time basis. There were four faculty members on educational leave.

The resignations and appointments among the associate faculty members were considerably greater this past year. A total of sixteen appointments and ten resignations, two transfers to Nursing Service and three maternity leaves of absence constituted the "turnover".

The course, "Principles of Clinical Teaching", was successfully completed by nine assistant clinical instructors and four staff nurses.

The committee composed of assistant clinical instructors revised the manual for assistant clinical instructors. This manual is most helpful as a guide in carrying out the clinical teaching program and in the orientation of newly appointed assistant clinical instructors.

VISITORS TO THE SCHOOLS

It is interesting to note that the following departments continue to attract many people from the United States as well as foreign countries:

The psychiatric division received a total of 124 visitors, including student nurses, graduate nurse students and registered professional nurses.

In spite of the advances made in rehabilitation nursing throughout the world, Bellevue continues to be one of the main attractions. Included among the many guests were two nurses from Turkey.

The home care program and the student aspect of this type of experience were discussed with many prominent foreign people.

We are always happy to discuss the nursing program, the residence facilities and educational unit with all people. Nurse educators, hospital administrators and doctors from the following countries were welcomed: India, Puerto Rico, British Guiana, England, Costa Rica, Thailand, Columbia, Mexico, Venezuela, Brazil and Chile.

REPORT OF THE NURSING SERVICE OF BELLEVUE HOSPITAL CENTER

Coverage of our patient areas with registered professional nurses has continued throughout this year to be a critical and ever-present problem. From July 1961 through June 1962, with the exception of the months of September and October, our resignations have exceeded our appointments each month. In September and October the staffing situation was eased by the influx of sixty nine graduates from our own schools of nursing. During this fiscal period it was the first time we did not have a spring class from which to anticipate recruitment for our nursing service. This fall we are hopeful of retaining a larger portion of our fall graduating class to aid us in our staffing problem.

We have continued to fill our vacant registered professional nurse positions with practical nurses and nurses aides in order to provide the best possible care to patients under the supervision of the registered professional nurses available to us at this time. Fortunately, our licensed practical nurse group has continued to remain a stable one with a turnover which is negligible.

There has been a small turnover in our supervisory personnel which is disconcerting since personnel with their experience and preparation is so essential for carrying the responsibility required when such a large measure of the nursing service personnel is of a non-professional nature.

Again and again we must reiterate the importance of our in-service education program. Without the numerous and intensive activities of the Assistant Director for Staff Education and her instructors, coupled with the supervision provided by our clinical supervisors in the various pavilions and services, it would be impossible for the nursing service administration to be responsible for providing safe and competent care for patients.

The following statistical table indicates how much more severe our professional nurse shortage has become during this past year, especially on the Psychiatric Service.

STATISTICS OF NURSING SERVICE, JUNE 30, 1962

	Positions Authorized By Budget			Number of People Employed			Percentage of Positions Filled		
	General & Chest	Psychiatry	Total	General & Chest	Psychiatry	Total	General & Chest	Psychiatry	Total
Positions-Professional Staff									
Administrators, Supervisors, Head Nurses and Instructors,*	256	67	323	239	52	291	93.3	77.6	90.0
Professional Staff Nurses	663	296	959	189	22	211	28.5	7.4	22.0
TOTAL REGISTERED NURSES (all categories)	919	363	1282	428	74	502	46.5	20.3	39.1
Positions-Non-Professional Staff									
Practical Nurses	264	80	344	181	66	247	68.5	82.5	71.8
Nurses Aides	552	151	703	889	382	1271	161.0	252.9	180.7**
Ward Clerks	70	19	89	69	18	87	98.5	94.2	97.7
Messengers	67	18	85	67	17	84	100.0	94.4	98.8

*Includes faculty positions in Schools of Nursing.

**80.7% Nurses Aides employed on professional and practical nurse lines.

RATIO OF REGISTERED STAFF NURSES TO PRACTICAL NURSES AND NURSES AIDES

General and Chest Service	1 to 5.6
Psychiatric Service	1 to 20.3

It is interesting to note that the ratio of staff nurses to non-professional personnel on the Psychiatric Service has become more critical this past year. As contrasted with figures based on statistics of:

June 30, 1961.....	1 to 13.6
June 30, 1962.....	1 to 20.3

there is a very definite decline in the professional nurse group.

There has been a decline in the professional nurse coverage in the general hospital as well, but it has not been as marked as in the Psychiatric Service.

With the exception of the last three months, the census on the Psychiatric Service has always been considerably in excess of the normal bed capacity. However, it has never been below the normal bed capacity of six hundred and twenty beds during this past three month period. With the alarming staffing situation, indicated by the above mentioned ratios, the nursing service administration is frequently beset with fears regarding untoward situations.

Absenteeism has not changed appreciably. Some very definite measures have been undertaken by our Director of Personnel at Bellevue Hospital to endeavor to curb this trend and we are hopeful that it will prove efficacious within the next few months.

It is becoming more and more difficult to attract personnel to work on week-end assignments. This applies to both professional and non-professional groups. In the near future it may become necessary to offer a differential to attract them.

STAFFING PROBLEMS AND RECRUITMENT

Some of our best nurses have been lost to research and other assignments which offer more lucrative compensation, better hours and college credit consideration in addition to salary.

We were able to promote members of the staff within our own institution and this was, in a measure, a recruitment device since we filled higher level vacancies and kept the individual within the personnel membership.

The senior student program was introduced in March 1962 for a six month period. These students were given courses in Ward Management as part of the program and were placed on the wards strictly for an educational experience to prepare them for the respon-

sibilities they would be expected to assume when they joined the staff in a graduate nurse capacity. Much interest developed in this program on the part of students as well as the nursing personnel and the nursing administration is hopeful that it will prove to be a recruitment measure for attracting our graduates to the staff of this institution.

Staff coverage is still a major problem because of the many existing conditions which are not conducive to successful recruitment. Some are:

1. Pleasanter work environment and lighter work loads attract our nurses elsewhere. Inadequate professional nurse coverage has greatly increased the work load.
2. Housing facilities are not yet available outside of the Nurses Residence in safe areas or within the rental range which the nurse can afford to finance.
3. We cannot compete with the fringe benefits offered in voluntary hospitals with collegiate affiliations and various other arrangements.
4. Older members of our professional nurse group resign to avail themselves of retirement allowances and Social Security benefits which depletes our mature and experienced nursing staff.
5. No additional clerical positions have been allocated in the Personnel Budget to be assigned to relieve professional nurses of the responsibility of the weighty burden of clerical work in which they are now involved. This work detracts from the time which our nurses feel is important to provide essential nursing service to our patients.
6. Unions are still very active in bargaining and representing some members of the non-professional nursing service personnel in grievance procedures. All such activity is very time-consuming for supervisory personnel on the various levels of administration. It is very frustrating to our professional nursing staff to be questioned, not infrequently, when delegating duties to non-professional assistants as to their right to make such assignments even though these directions are given to assure proper and adequate nursing care for patients.
7. Absenteeism has prevailed in all categories of nursing service personnel both professional and non-professional. It has been most difficult to combat this problem. Some of it occurs before and after holidays and on week-ends. This is particularly trying when coverage has been planned in advance with a staff which is already inadequate to meet our nursing needs.

8. It has become increasingly difficult to recruit "per diem" personnel for week-end coverage and this makes for dissatisfaction when it is not possible to provide more frequent week-ends off in many of the clinical areas.
9. With the shortage of registered professional nurses the problem of poor relationships between doctors and nurses looms large in the various clinical areas. There is great need for a larger understanding of the problematic situations which involve and affect each of these groups. This cannot be accomplished until both groups are willing to compromise and cooperate in bringing about the changes which will make for a more harmonious climate in which to work and also offer good scientific care and essential comfort to patients. There is always the desire and the hope on the part of nursing service administration that some change for the better will develop in the near future.

STAFF AND IN-SERVICE EDUCATION PROGRAM

The overall in-service programs for the year varied somewhat from previous years in that fewer incidental programs were presented to nursing personnel on a monthly basis, primarily because of the difficulty in releasing staff and practical nurses from the wards for one to two hours at a time. As we suspected, much in-service teaching is being done by administrative supervisors charged with this specific responsibility on the various clinical services. A system of monthly recording and reporting of these activities was instituted this past year and we are provided with a more accurate account of the training carried on in each area. Some supervisors have been most diligent in providing instruction as the statistical report shows but others still need to develop their programs considerably.

The supervisory group received concentrated in-service attention this year with the four Department of Hospitals workshops conducted at Bellevue and a total of one hundred and eighty six supervisors from Bellevue, Harlem, Delafield, Metropolitan and Ewing hospitals attended. Eighty five Bellevue supervisors also received twenty hours of an additional in-service program, getting two hours each month from September through June on topics specifically pertinent to the supervisor's functions and responsibilities. The supervisors developed the programs and they were especially well planned and executed.

In addition, in-service conferences were held with nursing personnel in clinical areas where the Kardex and Nursing Team methods of assignment were introduced because of changes in the last six months of the curriculum for senior students of nursing.

Bellevue also continued the city-wide Ambulance Attendant Train-

ing course in which personnel from other hospitals are trained in the standard ambulance training course.

The usual basic programs of orientation and training were carried on throughout the year for nurses aides, practical nurses and staff nurses as well as the Elementary Ward Management and Clinical Teaching courses for prospective head nurses and assistant clinical instructors.

It is anticipated that the head nurse group will have a workshop or a series of conferences on specific head nurse problems and functions in the coming year. Also, some training will need to be carried on in disaster procedures for all hospital personnel.

The director of the program again this year gave much assistance in the way of providing disaster and other instructional materials developed at Bellevue to Directors of Staff Education in other municipal hospitals. Hospitals throughout the United States were also provided with many educational materials as requests for these were received from individual institutions.

NEW ADMINISTRATIVE MANUALS

A committee of nursing service supervisors, under the direction of the Assistant Director for Staff Education, completed the task of producing an administrative manual for use of nursing personnel on all wards. These will be distributed throughout the institution in attractive blue, hard covers during the month of July.

PUBLICATION OF THE "BETTER BELLEVUE"

The Better Bellevue Association, Inc., is the group responsible for the publication of "The Bellevuer" which was first distributed in May 1962 to all members of the hospital personnel and to individuals and groups in the community. We quote from this publication further data relative to the BETTER BELLEVUE ASSOCIATION, INC.

"The BBA is a non profit corporation that has been organized by:

The women and men who voluntarily contribute their services to supplement the efforts of the professional, medical, administrative and nursing staff of Bellevue;

Members of the Bellevue Medical Board representing the three universities — Columbia, Cornell and New York University — that provide medical care, conduct research and teach at the hospital; and

Public-spirited citizens devoted to preserving the traditions of Bellevue's illustrious past and to fulfilling the promise of its future.

The purpose of the BBA is: To benefit Bellevue and to improve its public image through the dissemination of information about its people and its activities, so that the hospital's great contributions to medical care, teaching and research shall be better known and understood by the public it serves."

This paper was received with wide acclaim by the personnel of this institution and future issues are awaited with much interest.

CIVIL DEFENSE

Classes for discussion and demonstration of disaster techniques have been conducted for all newly appointed registered professional nurses. Such preparation serves to make these nurses function with greater skill and efficiency when the Bellevue Disaster Unit is dispatched to meet emergency situations.

NURSING SERVICE ORGANIZATION

Our Nursing Service Organization through its various committees has continued to contribute toward the acquisition of better equipment, to improve techniques geared to minimize infections and to provide comfort and good care to patients.

The Committee on Appointments, Promotions and Transfers has continued its weekly meetings to review and screen applications of all nursing employees. Applicants for the nurses aide positions who are approved by the New York State Employment Service continued to be of good calibre until February of 1962. Since that date many of these applicants, even after careful screening, failed to complete the basic course for reasons of poor scholarship or health problems. It is felt that the employment market attracted the better type of employee and those made available to us were the persons who could not compete for better placement in other fields. Their inability to complete the basic classes was a handicap to us because it was not possible for us to carry out the coverage we had planned.

Again this year the Committee on Central Supply and Equipment was instrumental in having the Extraordinary Budget for 1963-64 prepared. Members of the nursing service staff were heartened when long awaited items of equipment arrived which had been requested on previous budgets. Our Supervising Medical Superintendent has been of great assistance in supplementing our budgetary allotment with monies from Bequest Funds to purchase necessary equipment not always procurable on the Extraordinary Budget. He is to be congratulated and commended for procuring equipment vitally needed for instructional facilities in our In-Service Education Program. We feel, with his assistance, that such facilities now are second to none in any institution.

Members of the Committee on Patient Care have followed closely the recommendation of the Committee on Infections and many disposable items have been introduced and placed in use for pilot studies in the L & M building in the establishment of techniques for the control of infections. It is anticipated that these supplies may be extended throughout the hospital which will make patient care safer and more economical. Particular attention has been paid toward greater development of the various central supply units, which at present are decentralized because of the geographical outlay of this institution. Careful study is now under way for the creation of a large Central Supply Unit which will be an integral part of the "new" Bellevue.

While Bellevue Hospital cannot compete with scholarship opportunities offered in many other institutions, we are proud of what is made available to members of our staff through the generosity of the Bellevue Board of Managers and the credits the Department of Hospitals made available from universities who offer some credit in return for field experience offered their students in our institutions in the Department of Hospitals system. The Scholarship Committee reported:

	STAFF MEMBERS	POINTS GRANTED	MONEY GRANTED
Board of Managers Funds	19	80	\$3005
Department of Hospitals Funds	2	2	80
	21	82	\$3085

PROFESSIONAL ACTIVITIES

Many national, state and local meetings, institutes and conventions were attended by members of the staff. Several took vacation time and paid their own expenses in order to attend.

HONORS AND AWARDS

On April 16, 1962 the Supervising Medical Superintendent, the Director of Nursing Service and members of her staff, were pleased to be guests at a luncheon in the Plaza Hotel to commemorate the Ninetieth Anniversary of the founding of the New York City Visiting Committee. Members of this group of women under the direction of Mrs. W. Conant Brewer, have given of their time and interest to this institution over a period of many years in visiting our wards and other service areas to make recommendations to our administrators which might prove beneficial to patients and personnel concerned with their care. Four Bellevue student nurses wore uniforms of the various periods in our history of the Schools of Nursing which coincides with the development years of the Visiting Committee.

On May 3, 1962 the Annual Tea for Volunteers, sponsored by the Auxiliary of Bellevue Hospital, the Recreation Service for the Children of Bellevue and the Lay Committee of the Out Patient Department, was held in the gymnasium of the residence, which was transformed by the Recreation Staff into a cheerfully decorated exhibition hall.

On June 21, 1962 forty members of the personnel of Bellevue Hospital Center were recipients of the Twenty Five Year Service pins, at the annual presentation exercises of the Department of Hospitals which was held in the auditorium of the residence.

RESEARCH STUDIES

The Pilot Home Care Recreation Project which came to a close at the end of June 1962 has proven that when such a program is well organized and directed, social and emotional improvements take place in the homebound patient. Observations have indicated that some of the patients take more initiative in social relationships with others. They want to learn new skills and often display unknown talents when properly directed and guided. The patients make friends more easily and become more self-reliant within the limits of their physical and emotional condition. Less aggressive behavior is displayed and a better acceptance results. It is regrettable that no voluntary organization effort is forthcoming to continue this much needed project. The termination of the project is causing a considerable let down of spirits.

The Paraplegic Research Program is a three year study on the Rehabilitation Service which started on November 20, 1960 and will be continued for approximately one and one half more years. One patient is still being admitted each week for research study.

There is research of some nature being undertaken on practically every ward and service in Bellevue. This adds greatly to the nursing service load since there are increased laboratory and X-ray requests, drug experimentation and various other therapies being employed.

VISITORS TO NURSING SERVICE

OBSERVATION OF PROGRAMS

During this year we have continued to have requests from various parts of the United States for material on in-service programs and for assistance in the establishment of such programs.

Several administrators from foreign countries such as India, Spain, Israel, England and Switzerland visited to observe our clinical programs and to discuss and exchange ideas on nursing administration and supervision.

The clinical areas of greatest interest to many of our visitors were medicine, pediatrics, emergency ward, rehabilitation service and home care.

One assistant director of nurses from Brazil spent one month on a Kellogg Foundation Scholarship to further her experience and knowledge in nursing service administration.

Another student from New York University completed field experience toward her master's degree in parent and child health nursing on our Obstetrical and Pediatric Services.

Conferences with the Director of Nursing Service and members of her staff to discuss nursing service organization, staffing and various policies and procedures have been held with students in hospital administration.

SURVEYS

On September 28, 1961 the annual evaluation of the Premature Unit by members of the New York City Board of Health was held.

On March 21, 1962 Miss Harris, Consultant on Maternity and Newborn for the Department of Hospitals, surveyed the Formula Laboratory and made recommendations for some physical changes. During the month of March members of the New York City Board of Health visited the Formula Laboratory also and offered recommendations and suggestions. These visits resulted from an up-state accident in the preparation of infant formulae.

On June 21, 1962 another survey of the Premature Unit was made by members of the New York City Board of Health for the purpose of inspection and evaluation.

Members of the New York City Visiting Committee, accompanied by Mrs. W. Conant Brewer have made regular and lengthy visits to this institution throughout the year, covering practically all areas. Their suggestions and assistance have been most valuable and have been deeply appreciated by the administration of the hospital and nursing service.

Members of the Board of Managers have been diligent in making rounds in their area assignments and always discuss these in detail at the regular monthly meetings with the Director of Nursing Service and members of her staff. Careful consideration is given to their helpful recommendations by hospital and nursing administration.

MAJOR APPOINTMENTS, RESIGNATIONS & RETIREMENTS

APPOINTMENTS

Dorothy Brennan	Librarian
Marion Brown	Instructor for Auxiliary Personnel—Psychiatry
Clyde Cunningham	Supervisor—Evening
Sylvia Fox	Supervisor—Night

Frederick O. Hamlin	Supervisor—Night
Patricia Irwin	Supervisor Adult Special Services
Louise Macchio	Instructor of Nursing Foundations
Jean Monahan	Supervisor—Night Relief
Jessie Mon Goy	Instructor for Auxiliary Personnel
Eva Questell	Supervisor Adult Special Services—Night
Frank Quick	Supervisor Adult Special Services
Nadine Sherman	Instructor for Auxiliary Personnel
Ludovina Toro	Coordinator for Operating Room Nursing

RESIGNATIONS

Paul Amos	Librarian
Erla Baker	Instructor for Auxiliary Personnel
Clyde Cunningham	Supervisor Adult Special Services
Marguerite Davis	Instructor for Auxiliary Personnel—Psychiatry
Carol Freda	Instructor of Nursing Foundations
Patricia Irwin	Supervisor—Night Relief
Dorothy Jones	Instructor for Auxiliary Personnel
Stanley Korwek	Instructor for Auxiliary Personnel—Psychiatry
Dorothy Michalski	Coordinator for Operating Room Nursing
Jeanne Phillipe	Supervisor Admitting and Emergency Service—Night
Eleanor Reilly	Supervisor Adult Special Services—Night
George Wright	Supervisor Admitting and Emergency Service—Evening
Cora Warren	Supervisor Psychiatric Service—Evening

RETIREMENTS

Mary Bala	Staff Nurse on Gynecology Service
retired after 26 years	
Mary Clark	Head Nurse in Out Patient Department
retired after 31 years	
Marie Girolame	Staff Nurse on Dermatology Service
retired after 14 years	
Nina Johnson	Staff Nurse on Emergency Ward
retired after 25 years	
M. Adeline Manley	Staff Nurse in Admitting Department
retired after 16 years	
Emma McVey	Staff Nurse on Pediatric Service
retired after 12 years	
Clara Metzmeier	Head Nurse on Neurology Service
Retired after 20 years	
M. Belle Stehler	Supervisor R & S Pavilion
retired after 31 years	
Margaret Thieler	Staff Nurse on Neurology Service
retired after 20 years	

ACKNOWLEDGMENTS

To Dr. Randolph A. Wyman, Supervising Medical Superintendent, we extend our appreciation for his assistance and advice concerning the many nursing problems. We are also grateful to him for his efforts in securing necessary equipment and supplies to provide the nursing staff with facilities for patient comfort and care and for our in-service education program.

Through Mr. Kaudy, the Director of the Volunteer Department, we express to him and all the volunteers our gratitude for the valuable assistance they have given this institution during the past year. Their assistance has made it possible for Bellevue to function with greater efficiency in various areas of nursing administration and their recreational and vocational programs have done much to bring happiness and interest to our patients and to build high moral in this group.

Recognition of the contribution of our nursing service personnel, both professional and non-professional, cannot be adequately expressed in either the spoken or printed word. Only the highest commendation can be offered them for their loyalty and supreme effort in meeting the problems associated with patient care which have been many and varied during the past year.

The members of the City Visiting Committee have continued their visits to Bellevue throughout the year, always focusing constructive interest in areas where they can be of some assistance. Their efforts, suggestions and interest are deeply appreciated.

It is appropriate that we recognize, with deep appreciation, the assistance offered us by the Director and Assistant Director of Nursing Service and Nursing Education of the Department of Hospitals throughout the year.

Throughout the years we have relied upon our Board of Managers for assistance of many kinds. Never have we depended upon them more than in the past few years and never have we been disappointed in their response. Their interest in our housing and salary problems remains keen, and their efforts to assist in improving conditions, especially in relationship to overcrowding in our Psychiatric Service area, have been intense and untiring. To them all, we extend our esteem and gratitude.

Respectfully submitted,

Thelma J. Ryan, Director

Bellevue and Mills Schools of Nursing and
Nursing Service of Bellevue Hospital Center

ANNUAL REPORT OF PRESIDENT OF THE BELLEVUE ALUMNAE ASSOCIATION

Alumnae Day was celebrated most successfully on May 19, 1962, with many thanks to Belva Gardiner and her committee. Approximately five hundred classmates and old friends visited the Alma Mater.

At the Alumnae Association Tea given in honor of the Graduating Class a most pleasurable time was had by all. The graduates were delighted with their corsages which have become customary gifts at this event. Vita Negri, whose personal and professional qualities indicate potential as a nurse practitioner, was presented with the award of the association.

The Carrie J. Brink Memorial Library was given a set of "Great Books of the Western World" to honor Miss J. Virginia Vient, Class of 1906 by her niece Mrs J. Virginia Cody.

The association received two silver pitchers, one from Johanna Fuchs, Class of 1911 in memory of her friend Bessie Ferris, Class of 1923 and one from the Class of 1931.

The regular bi-monthly meetings have been held throughout the year in the Residence at 440 East 26 Street. All members received copies of the revised by-laws for which the comittee that performed this task is to be commended.

MEMBERSHIP

Members now total one thousand three hundred and seven, with fifty seven reinstatements. Regretfully, we note the death of twenty Bellevue graduates.

REPORT OF FUNDS

New furniture was purchased for the Alumnae Office from the Shaw-Walker Company for \$1,079.04.

The senior class book "Crane and Cross" received a \$50.00 donation.

Pensions:

July 1961 — 106 members — \$20.03 for each member

January 1962 — 105 members — \$21.79 for each member

There were four new members and two members deceased. Dues were deducted for thirteen members.

Keteltas and Cuyler Funds:

One member received \$40.00 for nursing care.

Sick Fund:

Six members each received \$42.00.

Twelve members who are ill or shut-ins received a check for \$10.00 and the book, "Hospital City," as a Christmas remembrance.

Respectfully submitted,

MYRTLE BYRON,
President

CERTIFICATE OF INCORPORATION

The undersigned citizens of the State of New York and of the United States of America, all being of full age, desire to form a charitable society under the act of the Legislature of the State of New York, passed in the year 1848, entitled, "An Act for the incorporation of benevolent, charitable, scientific and missionary societies," and the acts amendatory thereof, do make and file this certificate:

ARTICLE I. The name by which this society shall be known is "The Training School for Nurses."

ARTICLE II. The object of this society is the training of nurses for the sick in order that women shall find a school for their education and the public shall reap the advantage of skilled and educated labor.

ARTICLE III. The number of directors of this society shall be ten, who shall be for the first year Mrs. W. H. Osborn, Mrs. Robert Woodworth, Mrs. William Preston Griffin, Mrs. Lucius Tuckerman, Miss A. H. Woolsey, Miss Ellen Collins, Miss Julia Gould, Mr. Henry G. Stebbins, Mrs. Chandler Robbins, Dr. W. G. Wylie.

ARTICLE IV. The principal place of business of this society shall be in the City and County of New York.

Dated, New York, February 2, 1874.

ELIZABETH C. HOBSON, *President*
VIRGINIA R. OSBORN,
ALLINE P. WOODWORTH,
ABBY HOWLAND WOOLSEY,
ELIZA WOLCOTT TUCKERMAN,

STATE OF NEW YORK }
CITY AND COUNTY OF NEW YORK } ss.:

On this second day of February, 1874, before me personally appeared Elizabeth C. Hobson, President; Virginia R. Osborn, Alline P. Woodworth, Abby Howland Woolsey, and Eliza Wolcott Tuckerman, five of the above named incorporators, to me known to be the same persons described in and who executed the foregoing certificate, and severally acknowledged to me that they executed the same.

S. B. GOODALE,
Notary Public (23).
New York County.

(SEAL)

Filed May 9, 1874.

STATE OF NEW YORK }
CITY AND COUNTY OF NEW YORK } ss.:

I, William J. McKenna, clerk of the said City and County, and clerk of the Supreme Court of said State of said County, do certify that I have compared the proceeding with the original certificate of incorporation of The Training School for Nurses, filed May 9, 1874, on file in my office, and that the same is a correct transcript therefrom, and the whole of such original. In witness whereof, I have hereunto subscribed my name, and affixed my seal this 7th day of March, 1892.

WM. J. MCKENNA. *Clerk*

The name of the corporation was changed to The Bellevue Training School for Nurses by order of the Supreme Court dated April 14, 1903, filed on April 17, 1903, in the office of the Secretary of State, Albany, New York; and the name of the corporation was further changed to The Bellevue Schools of Nursing by Certificate of Change of Name filed in the office of the Secretary of State, Albany, New York, on May 27, 1943; and the name of the corporation was further changed to The Bellevue and Mills Schools of Nursing by Certificate of Change of Name filed in the Office of the Secretary of State, Albany, New York, on June 6, 1958.

CONSTITUTION AND BY-LAWS OF BELLEVUE AND MILLS SCHOOLS OF NURSING, INC.

ARTICLE I.

The name by which this Society, as amended to date, shall be known is
THE BELLEVUE AND MILLS SCHOOLS OF NURSING.

ARTICLE II.

The object of this Society is the training of nurses for the sick in order that men and women shall find a school for their education and the public shall reap the advantage of skilled and educated labor.

BY-LAWS

I. MEMEBERSHIP

1. The members of the Society shall consist of Honorary, Active and Supporting members and of such other classes as from time to time may be authorized by the members.

2. Honorary members shall be those who may be elected by the Board of Managers of the Society because of valuable aid or service rendered to the Society.

3. Active members shall be those who constitute the Board of Managers of the Society.

4. Supporting members shall be those who may be elected by the Board of Managers because of having made contributions to the Society.

II. BOARD OF MANAGERS

1. The Board of Managers shall constitute the board of directors of the Society and shall have such powers as are customarily enjoyed by such boards.

2. There shall be not less than ten (10) nor more than thirty (30) members of the Board of Managers, exclusive, however, of such representatives of the City of New York as may be elected to hold office ex officio.

3. Members of the Board of Managers shall be elected by the members of the Society at the annual meeting of the members of the Society. However, the Board of Managers may elect members to fill vacancies.

4. Any member of the Society shall be eligible for election as a member of the Board of Managers.

5. The terms of office of members of the Board of Managers shall be such as the members of the Society may prescribe, or, in default of any such prescription, such as the Board of Managers may prescribe; provided, however, that no term shall be for a greater period than 5 years, and provided further that no term of a member elected by the Board of Managers to fill a vacancy shall be for a greater period than until the next annual meeting of the members of the Society.

6. The Board of Managers shall keep minutes of its meetings and shall make an annual report to the Department of Hospitals.

III. MEETINGS OF MEMBERS OF THE SOCIETY

1. There shall be an annual meeting of the members of the Society held in the City of New York at the principal office of the Society (or at such other place in the said City as may be authorized by the Board of Managers and specified in the notice of the meeting) on the first Friday of April in each calendar year.

2. There shall be such other meetings as may be called from time to time by the President, or by the Executive Vice-President, or by any two other

officers, or by action of the Board of Managers. Such meetings may be held at any place in the City of New York on not less than five (5) days' nor more than twenty (20) days' written notice.

3. At the annual meeting of the members of the Society, the members of the Board of Managers shall be elected to fill such terms as shall have been duly prescribed by the members of the Society or by the members of the Board of Managers. Nothing herein contained shall require the members of the Society to elect more than the minimum number of prescribed members of the Board of Managers.

4. At meetings of the members of the Society, the President, or in the absence of the President the Executive Vice-President, shall preside. In the event that neither is present, any member of the Society may call the meeting to order, and the meeting shall thereupon elect a Chairman.

5. The presence of 9 members of the Society shall constitute a quorum.

IV. MEETINGS OF THE BOARD OF MANAGERS

1. There shall be an annual meeting of the members of the Board of Managers held immediately after the annual meeting of the members of the Society; and no call, other than the call of the annual meeting of the members of the Society, shall be necessary for such meeting.

2. There shall be such other meetings of the Board of Managers as may be called from time to time by the President, or by the Executive Vice-President, or by any two other officers or members of the Board of Managers, or by action of the Board of Managers. Such meetings may be held at any place on two days' or more notice. Notice may be given orally or in writing; and the mailing of a letter, or the sending of a telegram, containing notice of a meeting two days before the date of such meeting shall be sufficient giving of notice.

3. At meetings of the Board of Managers, the President, or in the absence of the President the Executive Vice-President, shall preside. In the event that neither is present, any member of the Board of Managers may call the meeting to order, and the meeting shall thereupon elect a Chairman.

4. The presence of seven members of the Board of Managers shall constitute a quorum.

V. COMMITTEES

1. The Board of Managers may authorize such standing and special committees as may seem to them proper, including an Executive Committee with full power to act for the Board of Managers between meetings of the Board of Managers.

2. The President may appoint such special committees as may seem to her proper, provided that no special committee for the same purpose shall have been appointed by the Board of Managers.

3. In the event of a vacancy on any Standing or Special Committee, or sub-committee thereof, the President may appoint an individual to fill such vacancy.

4. In the event that the Board of Managers shall fail to prescribe regulations for any Standing or Special Committee, that Committee may prescribe its own regulations for the conduct of its business.

VI. OFFICERS

1. The officers shall be the President, one or more Vice-Presidents, a Secretary and a Treasurer. They shall be elected by the Board of Managers at its annual meeting and shall hold office until the next annual meeting or until their successors are elected.

2. In addition to such officers, there may be one or more Assistant Secretaries, one or more Assistant Treasurers and such special officers or representatives as may be authorized from time to time by the Board of Managers.

3. One of the Vice-Presidents may be identified as the Executive Vice-President.

4. In addition to the powers specifically conferred by these By-Laws, the President shall have the powers and shall perform the duties usually appertaining to that office and may delegate any of such powers to the Executive Vice-President, if there be one.

5. In the absence of the President, the Executive Vice-President or, if there be none or if she be absent, the Vice-President senior in office shall perform the duties of the President. Each Vice-President shall also perform such duties as may be delegated to her by the Board of Managers directly or by the President pursuant to authorization by, or subject to approval of, the Board of Managers.

6. The Secretary and the Treasurer, respectively, shall have the powers to perform the duties usually appertaining to their offices.

7. Each Assistant Secretary and Assistant Treasurer as may be appointed by the Board of Managers shall have such powers and perform such duties as have been conferred upon or assigned to each of them, respectively, by the Board of Managers.

VII. BY-LAWS

These By-Laws may be amended at any time by the two-thirds vote of the members present at the Annual Meeting of the Society or at any Special Meeting of the members called for the purpose of considering and acting upon proposed changes.

Nothing contained in these By-Laws shall terminate the unexpired term of office of any person serving at the time of the enactment thereof as a member of the Board of Managers or rescind or limit the authority heretofore duly conferred upon any officer or representative to operate any bank account or any securities account with any bank, banker, trust company or broker or to fulfill any obligation of the Society.

AGREEMENT made and dated June 18, 1942 between: NEW YORK UNIVERSITY, a New York Corporation having its principal office at Washington Square, in the Borough of Manhattan, City of New York, hereinafter referred to as the "University"; THE CITY OF NEW YORK, a municipal corporation hereinafter referred to as the "city"; and BELLEVUE TRAINING SCHOOL FOR NURSES, a membership corporation hereinafter referred to as the "Board."

WHEREAS, the parties hereto desire to associate together for the purpose of continuing and expanding the work of training nurses heretofore carried on by the City and the Board in connection with Bellevue Hospital in order to confer University status on the Bellevue School of Nursing to elevate the standards of nursing education and to attract candidates with higher qualifications.

NOW, THEREFORE, in consideration of the premises and of the covenants herein contained, IT IS MUTUALLY AGREED AS FOLLOWS:

1. The work of training nurses at Bellevue Hospital shall be carried on under the name of "Bellevue School of Nursing, Division of Nursing of the College of Medicine of New York University" (hereinafter referred to as the "School").

2. The Commissioner of Hospitals of the City shall, subject to the Civil Service Law and the rules of the Municipal Civil Service Commission of the City, appoint all officers of administration and instruction of the School, including the Director, upon the nomination of the University.

3. The City, through its Department of Hospitals, shall have general control of the School. It shall continue its financial support of the work of training nurses at Bellevue Hospital, and shall, subject to the approval of the Commissioner of Hospitals, the Director of the Budget and the Board of Estimate, pay the expenses of the School, including wages and salaries, except to the extent to which contributions toward such expenses may be made by the Board, and except that the City or the Board shall not be obligated to pay tuition or other fees and expenses arising out of such pre-professional program as may be established as prerequisites of the degree. The University may, but shall not be obligated to, contribute funds from time to time for either special or general purposes of the School.

4. The University shall have general direction of instruction in the School and shall provide supervisory and consultation service by members of its staff. It shall, subject to the requirements of the State Department of Education and of the Division of Nursing of the Department of Hospitals, determine the entrance qualifications of students, the courses of study to be taken, and the requirements necessary to entitle students to certificates, diplomas or degrees. It shall take charge of student and alumni records. All degrees and diplomas after September 1, 1942, shall be conferred by the University. All bulletins and public announcements relating to the School shall be subject to approval of the Commissioner of Hospitals and the University.

5. The Board shall have power to inspect the work of the School, view the premises used or occupied in connection with the School, and make criticisms or suggestions to the Executive Committee regarding matter connected with the conduct of the School. It shall also have the same powers in connection with the nursing services; as to such services, however, its criticisms and suggestions shall be made to the Commissioner of Hospitals of the City.

6. The Executive Committee of the School shall consist of the following persons: The Dean of the College of Medicine of the University; the Director

of the Division of Nursing of the Department of Hospitals of the City; and the President of the Board. The City, the University and the Board may designate their respective alternates to serve on the Executive Committee in the event of the absence of the member representing them. The Executive Committee shall recommend persons to the University for nomination by its officers of administration and instruction of the School, including, from time to time, the person to be nominated as the Director of the School; and recommend changes in personnel, salaries or positions, and fix student fees, subject to the approval of the University and the Commissioner of Hospitals of the City. In fixing student fees, the Executive Committee shall make provisions for the following purposes; (1) expenditures for which funds are not provided by the Department of Hospitals; for example, laboratory fees, library fees, educational and recreational equipment, fund for purchases of books and uniforms and other personal equipment for student and similar purposes; (2) to reimburse the University for all expense directly incurred by it in connection with the work of the School; and (3) for such prorata portion of the general administrative costs of the University as may be equitable and proper.

9. In the event that the parties hereto shall disagree as to the interpretation of any of the provisions contained herein or as to the rights and privileges of the City, the Board and the University hereunder, such disagreement shall be submitted to arbitration, one arbitrator to be appointed by the Board, one by the University and another by the City. If such arbitrators do not agree, they shall appoint a fourth arbitrator as umpire, the decision of such arbitrator or umpire to be final and binding upon the parties hereto, the expenses of such arbitration to be assessed by such arbitrators or umpire at their discretion against any or all of the parties hereto. Any such arbitration shall be in accordance with the Arbitration Law of the State of New York as the same shall be in effect at the time of such arbitration.

10. This agreement may be terminated by any party giving notice in writing to the other parties. In the event of a notice of termination, the parties shall continue performance hereunder until all students who shall have matriculated prior to such notice of termination have had a reasonable opportunity to complete the work for the degrees, certificates or diplomas for which they matriculated. The provisions of this agreement are, however, for the benefit of the parties hereto, and shall not be deemed to confer rights upon students in the event of a termination hereof by notice, mutual consent, or otherwise.

11. Performance under the terms of this agreement shall commence September 1, 1942.

IN WITNESS WHEREOF the parties have hereunto set their hands and seals the day and year first above written.

NEW YORK UNIVERSITY

By (signed) HARRY WOODBURN CHASE

Chancellor

THE CITY OF NEW YORK

By (signed) EDWARD M. BERNECKER

Commissioner, Department of Hospitals

THE BELLEVUE TRAINING SCHOOL
FOR NURSES

By (signed) DOROTHEA JAMES

President, Board of Managers

Paragraphs 7 and 8 of the original agreement have been deleted in this publication because the provisions therein were terminated with the sale to the City of New York of properties at 408-410-412 East 26th Street (previously owned by the University) and 416-418 and 426 East 26th Street (previously owned by the Board of Managers).

Paragraph 6 of the Agreement was modified by supplemental Agreement dated May 1, 1952, to provide that the Executive Committee shall consist of six members: the Dean of the College of Medicine of New York University; the Dean of Washington Square College of New York University; the Director of the Bureau of Medical and Hospital Services of the Department of Hospitals of The City of New York; the Director of the Division of Nursing of the Department of Hospitals of The City of New York; the President of the Board; and the First Vice-President of the Board. It was also provided that each member might designate his or her respective alternate to serve on the Executive Committee; that all actions by the Executive Committee should be deemed to be recommendations; and that all recommendations should be reported in writing to the Commissioner of Hospitals and none should be binding upon the City until and unless accepted by him.

May 20, 1942

BELLEVUE AND MILLS SCHOOLS OF NURSING, INC.
STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
OF THE GENERAL FUND
OPERATING ACCOUNT FOR THE FISCAL YEAR
ENDED JUNE 30, 1962

BALANCE JULY 1, 1961

General Operating Funds:

In Bank	\$27,212.62	
Petty Cash	300.00	\$27,512.62
Dues from investment Account		3,638.64
Revolving Loan Fund for Graduate Nurses:		
In Bank	\$ 2,000.00	
Loans	—	<u>2,000.00</u>
Total Balance July 1, 1961		<u>\$33,151.26</u>

RECEIPTS

Income:

Dues	\$ 390.00	
*From Investments	27,212.82	
Contributions — General	40.00	
Contributions — Mills School of Nursing, Inc.	100.00	
Contributions — Premature Ward ...	<u>100.00</u>	\$27,842.82

Other Receipts:

From Edith Northcote Fund	\$ 1,000.00	
Bequest — Estate of Dorothea James	<u>10,000.00</u>	<u>11,000.00</u>
Total Receipts		<u>38,842.82</u>

TOTAL CASH \$71,994.08

*A list of securities held by the Board of Managers is available on request to the Treasurer.

DISBURSEMENTS

Expenses:

Salaries—Health Service	\$ 9,142.88	
Physical Education	1,670.04	
Office	<u>250.00</u>	\$11,062.92

Office Expenses:

Bookkeeping and secretarial fees	\$ 690.00	
Postage and miscellaneous	<u>52.68</u>	742.68

Sundry Expenses:

Telephone	\$ 179.41	
Playroom Expenses	89.75	
Scholarships	2,891.00	
Contribution—Crane and Cross	50.00	
Convention Expenses	600.00	
Printing Annual Report	559.50	
Auditing Fees	300.00	
Graduation Expenses	620.32	
Christmas Decorations	298.71	
Board of Managers Expenses	194.98	
Recruitment Expenses	84.01	
Red Cross Course	126.00	
Transferred to Investment Fund	10,000.00	
Library	182.20	
Student Tea	641.00	
Miscellaneous Expenses	5.96	
Honorarium	<u>75.00</u>	<u>16,897.84</u>

Total Disbursements		\$28,703.44
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BALANCE JUNE 30, 1962		<u>\$43,290.64</u>
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BALANCE JUNE 30, 1962 CONSISTS OF THE FOLLOWING:

In Bank	\$36,480.66
Due from Investment account	3,509.98
Petty Cash	300.00
Revolving Loan Fund For Graduate Nurses	2,000.00
Due from Northcote Fund	<u>1,000.00</u>

BALANCE JUNE 30, 1962		<u>\$43,290.64</u>
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Mrs. William H. Osborn, Treasurer
Bellevue and Mills Schools of Nursing, Inc.
440 East 26th Street
New York 10, New York.

Dear Madam:

I have made an examination of the recorded cash receipts and disbursements of the General Fund Operating Account of the

BELLEVUE AND MILLS SCHOOLS OF NURSING, INC.

for the fiscal year ended June 30, 1962 and present the following statement:

**STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
OF THE GENERAL FUND OPERATING ACCOUNT FOR THE
FISCAL YEAR ENDED JUNE 30, 1962.**

In connection therewith, recorded cash receipts were compared with the deposits appearing on the bank statements and income from securities was compared with such income appearing on the custodian account statements. All recorded cash receipts were deposited in bank. Disbursements were compared with paid checks, approved vouchers and other supporting evidence and the total of such disbursements was reconciled with the total of the charges on the bank statements.

The petty cash funds were counted by me during the course of my examination and found to be in order.

In my opinion based upon such an examination the accompanying statement fairly sets forth the recorded cash receipts and disbursements of the **GENERAL FUND OPERATING ACCOUNT** for the fiscal year ended June 30, 1962 and the cash balances of the account at that date.

Yours very truly,

REUBEN JACOBSON
Certified Public Accountant

New York 10, New York
December 3, 1962.

The New York Academy of Medicine

DUE IN TWO WEEKS UNLESS RENEWED
NOT RENEWABLE AFTER 6 WEEKS

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